

Integrating Air and Space

Goal: Air Force will fully integrate space and air into all its operations as it transitions from an air force into an air and space force on its evolutionary path to a space and air force.

End State 1: All personnel are educated, and all operators trained to exploit air and space assets in an integrated manner during peace, MOOTW, crisis, and war. (OPR: AETC)

End State 2: Air Force is organized for integrated air and space operations. (OPR AFSPC)

End State 3: Air and space assets are integrated, operated, and sustained in a seamless manner. (OPR AF/XO)

End State 4: Superior stewardship establishes the Air Force as the widely recognized leader in space operations and the national security leader in the integration and harmonizing of military space programs. (OPR AF/XO)

Future Space Operations

Goal: The USAF understands that military operations, just as in the media of air, land and sea, will evolve into space by the need to protect US interests and investments. While fully recognizing the sensitivities of the issue, the USAF has the obligation to the nation to be prepared in the event additional operations move to space.

End State: Acquire spacelift and space support infrastructure necessary to support future space and air operations. (OPR: AFMC)

Ballistic and Cruise Missile Defense

Goal: Aggressively move to counter the rapidly growing theater and global threat posed to Americans and American interests by cruise and ballistic missiles. Near-term begins with terminal defense, mid-term grows to boost phase intercept, and far-term expands to full-range defense. In the future, missile defense will be part of an integrated mission area-counter air and space.

End State: As part of a national and theater counter air and space system, provide, in a time-phased and treaty-compliant manner, capabilities that emphasize warning, attack operations, and boost-phase intercept of ballistic and cruise missiles. (OPR: AF/XO)

Battle Management/Command and Control (BM/C2)

Goal: The Air Force will develop and field sensors and systems that provide to the Joint Force Commander an integrated global and theater picture of the battlespace (air/space/surface) - a BM/C2 system that enables real-time control and execution of air and space missions.

End State: The Air Force will provide the Joint Force Commander with the capability to control and execute the integrated employment of air and space forces in conjunction with land and maritime assets. The Air Force is uniquely capable of providing a full range of air and space sensors, and fusion and display systems to build the coherent, integrated, air, land, and space picture of the battlespace. (OPR: ASC2A)

Unmanned Aerial Vehicles (UAVs)

Goal: The USAF is committed to an aggressive program of exploiting UAV technology.

End State 1: Deploy high altitude endurance (HAE) UAVs that initially augment and begin to replace manned ISR platforms (e.g., U-2, RC-135). (OPR: ACC)

End State 2: Deploy a HAE UAV communications relay system that augments or replaces manned platforms (e.g., ABCCC) and complements SATCOM systems. (OPR: ACC)

End State 3: Deploy a capability to perform SEAD (lethal and non-lethal) from UAVs. (OPR: ACC)

End State 4: Become the premier operator and developer of UAVs by capitalizing on available technologies and aggressively exploiting commercial and military technologies for follow-on systems. (OPR: AFMC)

Presence/Power Projection

Goal: Aggressively employ air and space power to meet the nation's need for presence and power projection capabilities in a changing and uncertain security environment (OPR: AF/XO).

End State 1: Sustain strong engagement role by maintaining a regionally balanced and robust overseas mixture of forward-based and rotationally deployed forces. (OPR: AF/XO)

End State 2: A responsive Air Force that can operate and sustain its forces in an expeditionary fashion. (OPR: AF/XO)

Nuclear Weapons Operations, Planning, and Support

Goal: The Air Force will sustain its nuclear deterrent forces and increase its efforts to deal with the growing risk of proliferation. The Air Force will: (1) Sustain its theater nuclear commitment to NATO and regional CINCs. (2) Maintain the Triad and support future reductions at the appropriate national decision points. (3) Continue its record of excellence as the custodian of nuclear weapons by ensuring the safe and secure storage of its nuclear weapons, both at home and abroad.

End State 1: Air Force nuclear forces of 2005 will: (1) Provide nuclear operations for CINCs other than NATO and be able to respond to any nuclear contingency in support of CINCSSTRAT or JFCs in theater. (2) Demonstrate sustained theater nuclear commitment of NATO through Air Force commitment to position and fund Air Force dual capable aircraft in NATO. (OPR: AF/XO)

End State 2: Air Force nuclear weapon systems, within treaty limits, remain reliable and capable throughout their operational life of responding to current and projected worldwide requirements. (OPR: AF/XO)

End State 3: The Air Force will maintain an unbroken record of safe and conscientious stewardship of nuclear weapons. The Air Force will develop enhanced nuclear policy, safety, and security systems. (OPR: AF/XO)

Information Operations (IO)

Goal: The Air Force will aggressively expand its efforts in defensive IO as it continues to develop its offensive IO capability. Already the leader in defense of garrison computer systems, the Air Force will move to defend its forward-deployed assets. The Air Force will emphasize its efforts at the operational and tactical level, but continue to support strategic IO in conjunction with other federal agencies, strategic IO.

End State: Provide robust information protection for all Air Force assets and develop an enhanced ability to conduct offensive IO at the tactical, operational, and strategic level. (OPR: AF/XO)

Force Mix

Goal: The Air Force will continue to rely on the ANG and AFRC in an integrated Total Force. Driven by the desire to maximize efficiency and operational effectiveness within allocated resources, the Air Force will look for new opportunities, to include: (1) Examining ANG/AFRC involvement in new mission areas. (2) Optimizing associate concept to include "reverse associate" (Guard and Reserve). (3) Optimizing use of IMAs/ANG Assistants.

End State: A Total Force that is efficient and operationally effective sustained through a continuous review of the Active/Reserve Force Mix seeking opportunities to shift missions and activities into the Reserve Component. (OPR: AF/XP)

Career Patterns

Goal: To adapt to the changing nature of air and space power, the Air Force reviewed and refined its career development patterns for its officer, enlisted and civilian force.

End State 1: An operator is any military or civilian member who is experienced in the employment and doctrine of air and space capabilities. (OPR: AF/DP)

End State 2: An Air and Space Basic Course developed for new officers and selected civilian interns ensures a common understanding of air and space power, history, doctrine, operations, joint warfighting, and core values by 2000. (OPRs: AF/DP, AETC)

End State 3: Upon graduation from the Air and Space Basic Course, most officers and selected civilian interns (e.g., intel, space) are sent to operational assignments. (OPR: AF/DP)

End State 4: Senior NCOs have assumed appropriate additional leadership and management responsibilities. (OPR: AF/DP)

End State 5: Career development programs create the same institutional commitment and responsibility in military and civilian members. (OPR: AF/DP)

End State 6: A broad, continuing education program exists at all command levels to guide the growth of all Air Force people in the tenets of the Air and Space Basic Course, from accession through retirement. Phase I will address needs of officers and civilian leaders; Phase II will address needs of enlisted force and other civilians. (OPRs: AETC, AF/DP)

Core Values

Goal: The Air Force reaffirmed the fundamental and timeless nature of its core values - integrity first, service before self and excellence in all we do - and the need to instill these values in the force.

End State: A values-based Air Force exists in which core values are reinforced daily through education, leadership/mentoring, and accountability. (OPRs: AETC, USAFA)

Acquisition Management

Goal: Modernization of Air Force through focused exploitation of emerging technologies, reforms in the acquisition process and application of "best value" procurement practices: (1) Committed to an aggressive reduction of infrastructure and its related costs. (2) Make organizational changes within the lab structure to reduce operating costs while improving the ability to focus on those technologies most relevant to warfighter's needs. (3) Ensure the integrated weapon system manager has the authority to acquire all services and material necessary to create new capability or sustain existing capability.

End State 1: A consolidation of Air Force weapon systems management centers of excellence, which balances infrastructure costs with required capabilities and emphasizes joint service teams. (OPR: AFMC)

End State 2: A robust Government Owned, Contractor Assisted (GOCA) weapon system management framework and enabling procedural changes. (OPR: AFMC)

End State 3: A single Air Force laboratory with streamlined management overhead; reduced duplication; and consolidated, full resource ownership and accountability (dollars and personnel) under a single commander for focused exploitation of emerging technologies. (OPR: AFMC)

End State 4: An integrated weapon system management (IWSM) marked by: (1) clearly defined authority and responsibility for the single manager; (2) clearly defined relationships with other players; (3) strong integrated IPT structure with original equipment manufacturer (OEM) and principal supporting contractors; and (4) single-manager location determined by life-cycle phase of systems and locus of activity. (OPR: AFMC)

End State 5: Institutionalized acquisition reform guided by strategic business practices which result in "best value" procurements with minimum government infrastructure.

Test & Evaluation (T&E) Infrastructure

Goal: Reduce cost of T&E infrastructure while continuing acquisition of superior weapon systems. (1) Eliminate overlap and redundancy of T&E facilities through integration, reliance, joint service agreements, outsourcing and privatization. (2) Enhance capability of existing Air Force test centers by improving efficiency while evaluating next generation testing requirements. (3) Increase emphasis on modeling and simulation to decrease reliance on flight testing. (4) Maintain USAF test expertise in aircraft, munitions, electronic combat (EC), C4I, space.

End State 1: A T&E infrastructure that maintains core AFT&E expertise in all five T&E mission areas at a reduced cost (2005). Five T&E mission areas are aircraft-avionics-propulsion, munitions, electronic combat, space, and C4I. (OPR: AF/TE)

End State 2: Use modeling and simulation (M&S) capability as the primary means of system performance/effectiveness and system maturation during test and evaluation. Flight testing will focus on refining, verifying, and validating system performance models and engineering data packages. (OPR: AF/TE)

Sustainment

Goal: Enhance operational sustainment to the warfighting CINCs and improve efficiency of weapon system support through the pursuit of “best value” processes and products. Fully transition from a concept of operational sustainment via “push” resupply to one based on accurate information, responsive production, and daily, time-definite airlift. Demonstrate Agile Combat Support first in the context of the Air Expeditionary Force, and once mastered, for the 21st Century Joint Force. Pursue the creation of effective battlefield distribution. Pursue improvements in our depot process that are essential to a leaner and more effective 21st century Air Force. (1) Because weapon system reliability and maintainability are the keys to reducing sustainment requirements, the Air Force must not only invest in reliability and maintainability modifications to existing systems, but insure reliability is built into all new systems. (2) In order to reduce support costs, processes will be reengineered and selected support functions will be competed in a best value process, public-private competitions for non-core functions, and partnering with private sector contractors to use excess depot capacity. (3) The logistics system will become more integrated, evolving into a seamless system to include processes, organizations, career patterns, and support systems.

End State 1: A logistics command and control (C2) capability that provides real-time visibility, reachback, and control of all logistics resources in order to plan, prepare, deploy, employ, sustain, and reconstitute forces across the full spectrum of military operations. (OPR: AF/IL)

End State 2: Assured, time-definite battlefield delivery and distribution. (OPR: AF/IL)

End State 3: A lean and responsive depot structure operated using performance-based business processes and metrics to provide improved financial performance and institutionalized Lean Logistics. (OPR: AF/IL)

End State 4: Weapon systems with high reliability, low life cycle costs, and a small mobility footprint. (OPRs: AF/IL, SAF/AQ)

Basing

Goal: The Air Force reaffirms its commitment to preserve a “sense of community” at its bases maintaining high Quality of Life standards while searching for new and more efficient ways of providing them. (1) Centralized Air Force process for decision making. (2) Pursuit of multi-functional/multi-service opportunities. (3) Exploration of new ways to share infrastructure and base operating support (BOS). (4) Reduce unnecessary infrastructure costs. (5) Improvement of Air Force Team Quality of Life with new more efficient means.

End State 1: An efficient and effective base operating environment that maintains a strong Sense of Community and Quality of Life. (OPRs: SAF/MI, AF/IL)

End State 2: A corporate process and a strategic direction for basing that reduces unnecessary costs and improves operational efficiency. (OPR: AF/IL)

Innovation

Goal: The Air Force is committed to a vigorous program of experimenting, testing, exercising and evaluating new operational concepts and systems for air and space power. Innovation is the key to ensuring today’s Air Force core competencies will meet the challenge of tomorrow. Innovation will enable the Air Force to evolve from an air force to an air and space force on its path toward a space and air force.

End State 1: Small, focused Battlelabs, relying on field ingenuity, to identify operational and logistical concepts for advancing Air Force core competencies. (OPR: AF/XO)

End State 2: An innovative process that vigorously evaluates new operational concepts and systems with the following attributes: (a) flexible and responsive to rapidly changing environment; and (b) able to effectively integrate alternate, “outside-the-box” future concepts into the planning and programming process. (OPR: AF/XP)